DAU South Region 2009 Conference

*"Learn, Perform and Succeed: Facing Challenges in the 21st Century"*

# OSD View of Contingency Contracting

18 February 2009

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# Today's Discussion

I. Introduction

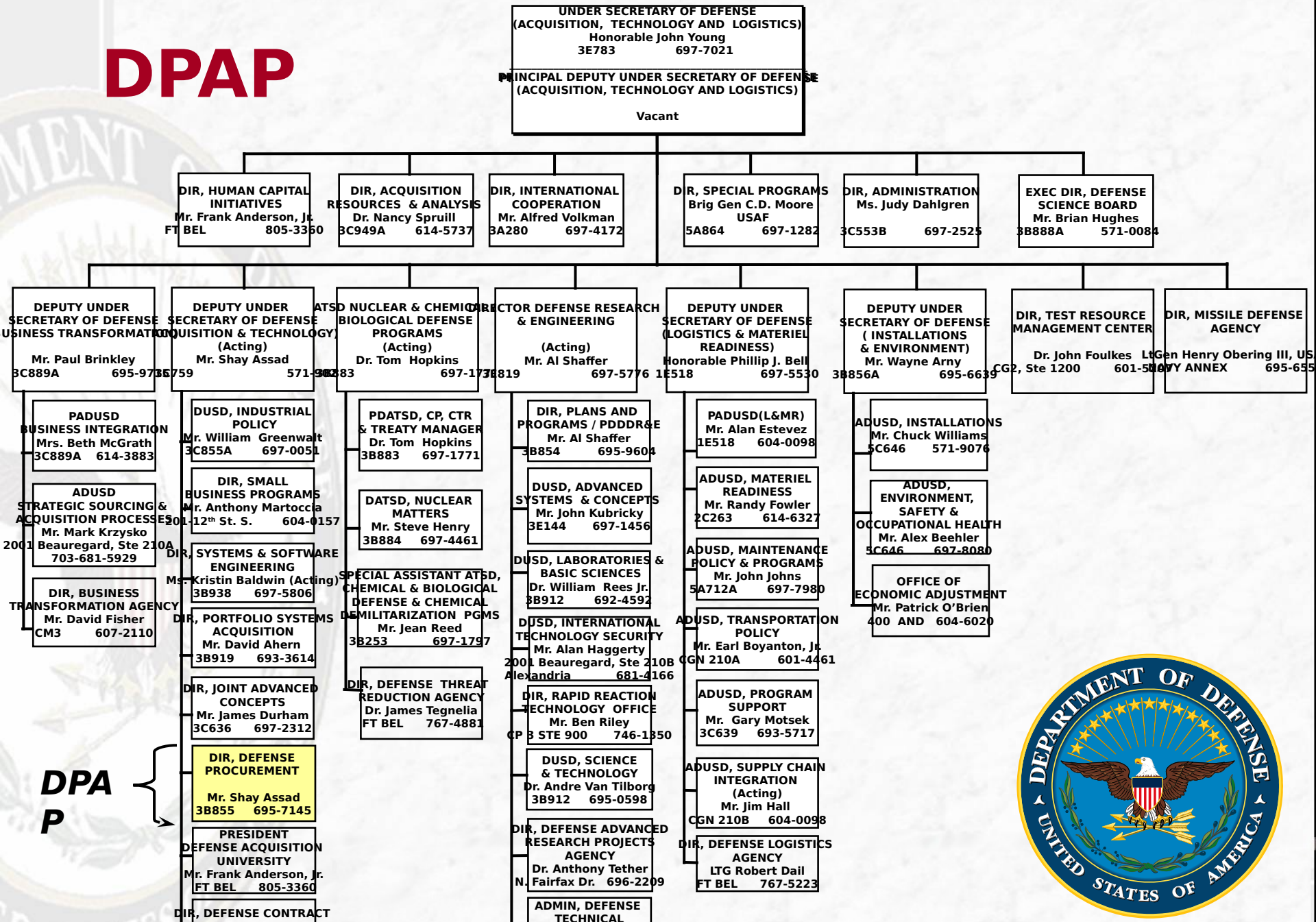
I. Introduction
- Who We Are in OSD
- Our Future Vision: Joint Environment

II. Efforts to Date
- Policy
- Professionalism
- Tools

III. Emerging Issues

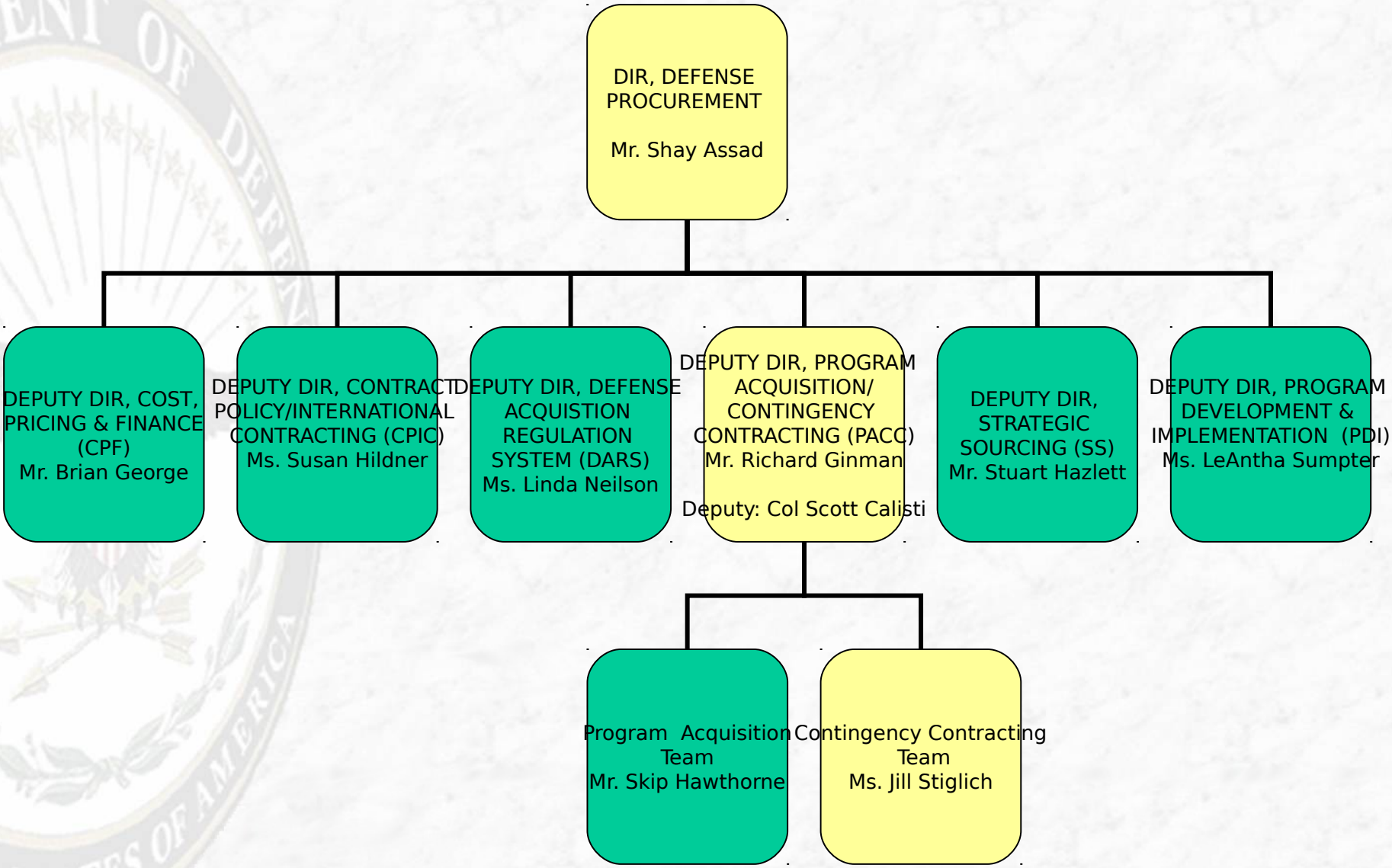
IV. Questions and Discussion

# DPAP




May 26, 2017

# DPAP's PACC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Mr. Skip Hawthorne
Contingency Contracting Team
Ms. Jill Stiglich

# Our Contingency Contracting Team's Vision & Mission

- **Vision:** To be the recognized authority and advocate for contingency contracting.

- **Mission Statement:** To enable effective and efficient contracting in support of deployed forces, humanitarian or peacekeeping operations, and disaster relief through innovative policy, guidance, and oversight.

**Contingency contracting encompasses all contracting performed in a contingency environment (declared and non-declared), including wartime, stability operations, natural disasters, and other calamitous events.**

# Future Joint Contracting Environment…

***Key Characteristics***

- *Prior planning*
- *One process*
- *One set of policies*
- *Uniform training*
- *Uniform toolsets*
- *Joint Operational Area (JOA) wide visibility*
- *JOA control (Theater Business Clearance)*

***"Charting a course for change…our future lies in the Joint Arena"***

# Efforts to Date



1. Developing Effective Contracting Policy for Contingency Operations
   - Contingency Planning, Preparations, and Lessons Learned
   - Expeditionary Contracting Procedures, Guidance and Information (PGI)
   - Theater Business Clearance
2. Enhancing Professionalism
   - Joint Contingency Contracting Proficiency Levels
   - Competency Assessment
   - Training
3. Building Tools and Resources
   - JCC Handbook – Hard Copy and Net Ready
   - After-Action Reports

# Contingency Planning, Preparations, and Lessons Learned

- **Objective: Plan and prepare processes to maximize speed and efficiency for response to emergencies**
- **Practice:**
  - **Maintaining open communications network with stakeholders to gather lessons learned to facilitate process improvement**
  - **Identifying Triggers & Authorities**
  - **Developing checklists for future emergencies**
- **Accomplishments: Exercised Contingency Authorities for Hurricanes Gustov, Hanna and Ike; Presidential Inauguration**

Policy

# Expeditionary Contracting Procedures, Guidance, and Instructions (PGI)

- **Objective: Joint Procedures, Guidance and Information (PGI) that serve as one tool for all Services during contingency operations**
- **Contracting support in future joint operations will use one Joint Policy, versus a designated Service lead or Executive Agent policy**
  - **Aligned with Joint Publication 4-10, Operational Contract Support**
  - **Working with J4 and ADUSD (Program Support): OCS ConOps and JCASO**
- **Department has developed DRAFT Contingency Contracting PGI**
  - **Being vetted: Emergency Procurement Committee; Services**
  - **Incorporated key elements of JCC-I/A Acquisition Instructions**
  - **Gives authority to Joint Contingency Contracting Handbook**

Policy

# Theater Business Clearance (TBC)

- **Objective: Establish procedures for contracting, contract concurrence, and contract oversight for Iraq and Afghanistan (I/A)**
- **Use Joint Contracting Command-I/A (JCC-I/A) for unity of effort and rapid support to the warfighter**
- **19 Oct 2007: OSD memo (and DPAP instructions) on "internal" contracts (contracts with I/A performance)**
  - **JCC-I/A pre-award review and clearance of SOWs and terms and conditions**
  - **JCC-I/A delegated contract administration contracts**
- **01 Apr 2008: External and systems contracts**

***Thru TBC, JCC-I/A gains visibility & a level of control over the deployment of contracted support into the IOA***

Policy

# Contractor Personnel in Area of Responsibility (AOR)

- **Objective: Establish management controls over contractor personnel supporting joint operations**
- **New contract clauses govern conduct of contractor personnel providing support to the mission of the U.S. Government (FAR/DFAR Final Rules - Effective 31 MAR 08)**
  - **FAR 52.225-19, Contractor Personnel in a Designated Operational Area or Supporting a Diplomatic or Consular Mission Outside the United States**
    - **The FAR language brings all agencies into compliance with principles in DODI 3020.41, Program Management for the Preparation and Execution of Acquisitions for Contingency Operations**
  - **DFAR 252.225-7040, Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States**

Policy

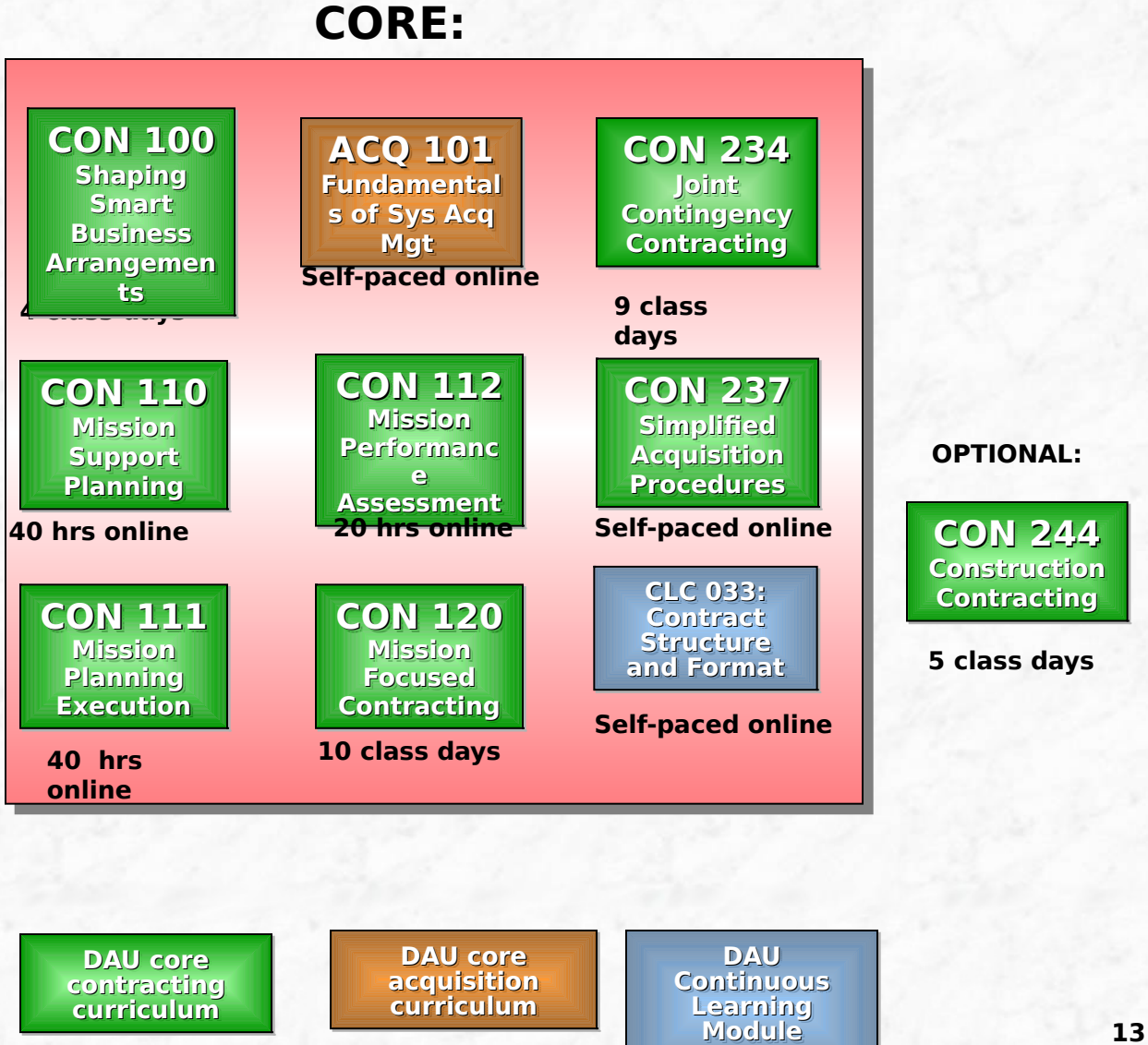
# Joint Contingency Contracting Proficiency Levels, Training

- **Objective: Direct implementation of standardized proficiency levels and training for CCOs**
  - **Proficiency Levels**
    - **Develop in conjunction with DAU**
    - **GSA Contingency Contracting Corps**
    - **CCO Certification (5 Levels Anticipated)**
    - **Civilian Expeditionary Corps (DoDI 1404.10, “Building and Sustaining an Expeditionary Capability in the DoD Civilian Workforce” )**
  - **Military Career Accession Points**
    - **Contracting accession points accelerated for USA and USMC**
    - **Services standardized to no later than 4-5 years**
  - **Training**
    - **Standardized CCO course requirements and course materials**
    - **Training for non-acquisition personnel**
    - **COR training**

# Common Contracting Training for Contingency Contracting Officers (CCOs)

Training/Preparing CCOs:

- DAU and Services standardized required contracting courses
- Result: Training is 90-95% common across Services: 9 core and 1 optional course




Professionalism

# Contracting Competency Assessment

- **Objective: Define superior job performance for the contracting workforce in terms of behaviors and underlying knowledge, skills and abilities (KSAs)**
- **March 2007 Competency Model provided insight into contracting job requirements and career opportunities**
- **Basis for Contracting Competency Assessment of entire DoD Contracting Workforce (including CCOs)**
  - **Provides inventory of existing competencies**
  - **Identifies current and projected competency gaps**
  - **Data also may be used to guide individual development**

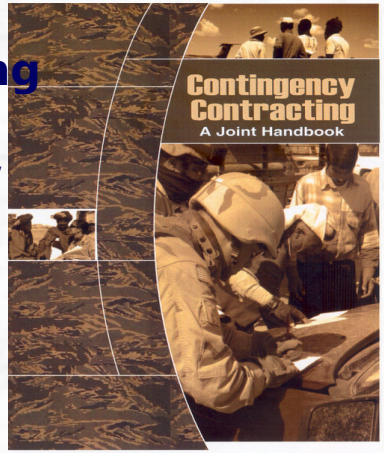
# Tools and Resources

- **Objective: Provide the CCO with standardized systems, tools, and resources for success**
- **Accomplishments: Ongoing efforts include—**
  - **JCC Handbook, Including CON234 Update and New Training Tools**
    - **Annual Refresh**
    - **Hosting JCC Handbook on DPAP Website**
  - **Standardized Automated Joint After-Action Report**
  - **Operational Tools**
    - **3-in-1 Tool (handheld micropurchase purchase log tool)**
    - **Acquisition Support Model (requirements package generator)**
  - **Reference Tools**
    - **DPAP Contingency Contracting Website ( http://www.acq.osd.mil/dpap/ - select “contingency contracting”)**
    - **COCOM Contingency Contracting Website**
    - **Warfighter focus—use standing group of CCOs to provide expert advice to shape training, policy & guidance for expeditionary ops**

Tools

# Joint Contingency Contracting Handbook

- **Objective: Consolidated source of contingency contracting information providing tools (templates, forms) and training**
- **Training**
  - **DAU completed first CON 234 course in Feb 2008 using the handbook as the course baseline**
  - **DPAP requires this handbook be used for in-garrison/ squadron training**




- **Enhanced tools in latest edition**
  - **CCO critical action checklists**
  - **Laminated foldout charts**
  - **Color-coded pages to flag critical information**
  - **Summary-level Index and Key Points**
- **DVD updates**
  - **Mirrors DPAP website info to be more user friendly**
  - **“Decluttered” references (e.g., web pages, check lists, PowerPoint presentations)**

**Tools**

# Emerging Issues



1. Ensuring Proper Resources for Contingency Operations
   - Short-term: Afghanistan Build Up
   - Long-term: The Next Fight
2. Ensuring Consistent Guidance for Contingency Operations
   - Policy
   - Legislative Proposals
3. Ensuring Ready, Trained and Available Personnel
4. Implementing Congressional Direction
   - Gansler Commission (Section 849 FY2008 NDAA)
   - Commission on Wartime Contracting (Section 841 FY2008 NDAA)
   - Panel on Contracting Integrity (Section 813 FY2007 NDAA)
5. Leveraging Lessons Learned
   - After-Action Reports
   - Combatant Commander (COCOM) Web Site
   - Interagency Conference

# Resources

- **Short-term: Afghanistan Build-up**
  - **Reshaping the Joint Manning Document of the Joint Contracting Command-Iraq/Afghanistan to allow Service flexibility in addressing support requirements within available resources**
- **Long-term: The Next Fight**
  - **Mission-sizing the Force for the future**
  - **Phased assessment approach, engaging all Services and impacted Defense Agencies**
    - **Phase I: Resourcing the Current Fight**
      - **Step 1—Determine the Manpower Requirements**
      - **Step 2—Allocate those requirements to the Services**
      - **Step 3—Task Services/Agency to fund the requirement**
    - **Phase II: Resourcing the Future**
      - **Near-Term—Adaptive planning process engagement**
      - **Long-Term—Joint Strategic Planning System (JSPS)**

Resources

# Personnel

## Direct Hiring Authority

- **Civilian personnel direct hiring authority granted by FY 2009 NDAA Section 833**
  - **Acquisition Workforce Expedited Hiring Authority**
  - **Grants, until FY 2012, the SecDef authority to designate any category of acquisition positions within DoD as shortage category positions and use direct hiring authorities**
- **Implementation of authority**
  - **SecDef authority delegated to P&R and AT&L**
  - **USD(P&R) and USD(AT&L) memorandum issued**
    - **Identifies categories of acquisition positions within the shortage designation**

# Leveraging Civilian Personnel Capabilities for Contingency Contracting

**In addition to direct (expedited) hiring, recent authorities for increase in:**

- **Pay cap**
  - **Increase the annual limitation on premium pay**
  - **Eliminate the aggregate limitation on pay**
- **Other benefits. Authority to extend the authority to pay allowances, benefits, and gratuities for eligible Federal employees in a Combat Zone**
- **Life insurance. Authority for Federal employees to purchase additional life insurance when they are deployed in support of contingency operations**

# Guidance

## Policy

- DFARS PGI 225.74—Defense Contractors Outside the United States (January 15, 2009)

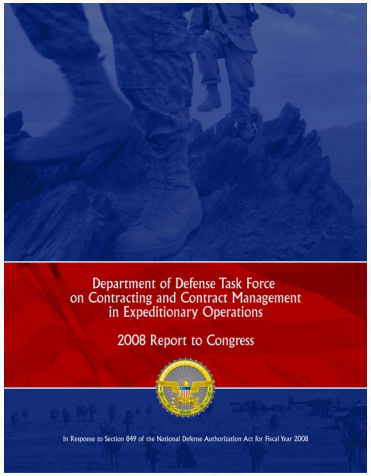
## Legislation

- Re-procurement of Contracts Following Termination for Convenience in Contingency Operations
- Authority to Acquire Products and Services, Including Construction, Produced in the South Caucasus and Central Asia
- Exception for Emergency Operations

Guidance

# Gansler Commission Background

- 40 actions identified in the Gansler Commission report, 31 October 2007
- Assessment of OSD's 18 actions and implementation plans contained in report to Congress, submitted in response to Section 849 of the FY08 National Defense Authorization Act, 02 June 2008
- Substantive progress continues within and outside the scope of the Commission Report to improve contingency contracting
  - 18 actions assigned to OSD (who created 8 teams to work the actions)
    - 14 – Implemented
    - 4 – Not Accepted
  - 22 actions assigned to Army
    - 22 – Fully Implemented/On-Going
    - Of those, 3 Alternate Solutions - Moderate Differences


Department of Defense Task Force
on Contracting and Contract Management
in Expeditionary Operations
2008 Report to Congress
In Response to Section 849 of the National Defense Authorization Act for Fiscal Year 2008

Congress

# DoD Task Force for Contracting & Contract Management in Expeditionary Operations

## *Long Term Enterprise Wide Solution*

- **Congressional report completed in June 2008…OSD, Services and Agency reps continue to implement recommendations and new initiatives to drive improvements…**
  - **DPAP organized bi-weekly meetings of 8 teams dedicated to improving all facets of the Department's contingency mission**
  - **Timed updates to senior leadership/Shared web portal**

1. **- Expeditionary Acq. Support/Mgmt of Contractors on the Battlefield**
2. **- Contract Management and Oversight (DCMA)**
3. **- Tng & Contracting WkForce Dev. Exped. Contracting**
4. **- Contracting Policy**
5. **- Military Non-Contracting Officer Training**
6. **- Contract Management Business Systems**
7. **- Expeditionary Personnel Mgt.**
8. **- Expeditionary Contracting Financial Mgt**

# Significant Events Improving Contingency Contracting

## Personnel

- NDAA'09 added 5 military joint General Officer/Flag Officer billets
  (DCMA (2), JCASO, JCC (2))
- Policy provides operational capability to optimize the use of civilians to support Combatant Commands (DODD 1404.10 and DODI 1400.25)
- Section 852 funding to support development of acquisition workforce

## Organization

- JCC-I/A (contracting) and JCASO (program management) organizations provide contingency contracting support

## Training

- Standardized training for Contingency Contracting Officers
- DoDI to codify Contracting Officer Representative (COR) functions, responsibilities, and training standard by end of FY 09

Congress

# Commission on Wartime Contracting

- **Created by FY2008 NDAA Section 841 to Assess Iraq/Afghanistan Contracting**
  - **Six Commissioners, augmented by—**
    - **Commission staff (about 20 people)**
    - **Detailees from Dept of State and Dept of Defense**
  - **Interagency perspective (Dept of State, Dept of Defense)**
  - **Report (within 2 years) findings, lessons learned, and recommendations**

| Commission Key Interests | DoD Key Player |
|---|---|
| **Contracts for reconstruction** | **USACE/GRD**<br>**JCC-I/A**<br>**AFCEE** |
| **Contracts for logistical support of forces** | **Services Civilian Augmentation Programs (CAPs)** |
| **Contracts for security** | **JCC-I/A**<br>**USACE** |

**Congress**

# Panel on Contracting Integrity

- **Panel established to implement Section 813 FY 2007 NDAA**
  - **Recommend law, regulation, and policy changes to eliminate DoD contracting system vulnerabilities to fraud, waste, and abuse**
  - **Panel of senior leaders representing a cross section of DoD with 10 subcommittees focused on a specific GAO concern**
  - **First report submitted to Congress on January 2008**
  - **Statutory mandate terminates Dec 2009 but DoD will continue Panel**
- **Accomplishments:**
  - **Improving surveillance by Contracting Officer Representatives (COR)**
    - **Issued policy memo requiring COR assignment prior to contract award**
    - **Developed a DoD Standard for COR Certification**
  - **Identified procurement fraud indicators**
    - **Updating the DoD IG Procurement Fraud Handbook**
    - **Creating a continuous learning module**
  - **Incorporating areas of contracting vulnerabilities into**

Congress

# Contingency Contracting After Action Reports (AARs)

- **Objective: Leverage experience of contingency contracting personnel to enhance tools and training**
- **DPAP memo promotes DAU Community of Practice (CoP) as repository for contingency contracting information, including lessons learned and AARs**
  - **Services provide AARs to DAU contingency contracting CoP**
  - **Draft Contingency Contracting AAR completed**
    - **Currently adjudicating comments received from service components**
    - **BTA will host the contingency contracting AAR**
    - **Features include best practices, lessons learned, general/specific deployment phase information**

***Electronically captures useful CCO feedback to assist contracting senior leaders make strategic/operational adjustments to improve contingency contracting processes, training, policy and guidance***

Lessons Learned

# Geographic Combatant Commander Web Site

- **Standardized Operational Contract Support (OCS) Webpage**
  - **More holistic approach**
  - **Standardized organizational template across COCOMs**
  - **Views customized by user category – requiring activities, contracting activities, contractors**
  - **Includes checklists**
- **Revised PGI guidance**
  - **Updated guidance and checklist**
- **Implementation support by DPAP contractors**
  - **DPAP will generate generic format and populate with Combatant Command specific information**
- **Staffing package in routing**
  - **Joint project with ADUSD (Program Support)**

# 2009 Interagency Conference
# May 2009, Orlando, Florida

- **Contingency Contracting Theme:** Interagency Contracting Efforts in Response to Catastrophic Domestic Disasters
- **Conference Objective:** Identify key areas to improve communication and synchronized support between interagency organizations
- **Take Away:** Participants should have a better understanding of each interagency organization's missions and roles in supporting catastrophic domestic disasters
- **Target Audience:** Executive Directors and Senior Action Officers/Program Managers, in the contracting career field, planning, logistics, and those active in disaster support operations
- **Conference Date:** 2 days between 4-7 May 2009
- **Key Participants:** OSD, JCS, DoD Services and Agencies, OMB/OFPP, GSA, DHS/FEMA, NGB, USNORTHCOM, USTRANSCOM, DoC, DHHS, USACE

Lessons Learned

# Today's Discussion

IV. Questions and Discussion

I. Introduction
- Who We Are in OSD
- Our Future Vision: Joint Environment

II. Efforts to Date
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# Backup

# Gansler Commission:
# Summary of Commission's 40 Recommendations

| Overarching Recommendation: **Implement the Commission's Recommendations Rapidly and Measure Success** | Recommendation 1: **Increase the Stature, Quantity, and Career Development of the Army's Contracting Personnel (*CONTINUED*)** | Recommendation 2: **Restructure Organization and Restore Responsibility to Facilitate Contracting and Contract Management** | Recommendation 3: **Provide Training and Tools for Overall Contracting Activities in Expeditionary Operations** | Recommendation 4: **Obtain Legislative, Regulatory, and Policy Assistance to Enable Contracting Effectiveness** |
|---|---|---|---|---|
| Army:<br>*1)* A.1 **Charter a Special Task Force to plan for, & achieve, the needed transformation with proper urgency**<br>A.1.1. **Appoint a Special Task Force Leader**<br>A.1.2 **Develop a time-phased master plan within 30 days & provide it to the Commission**<br>*2)* A.2 **Implement key recommendations within 6 months and all recommendations within a year**<br>*3)* A.3 **Review progress periodically with the Commission (quarterly reports and annual program review)** | Army:<br>*9)* 1.3 **Establish "contract planning" (requirements definition) positions**<br>*10)* 1.4 **Establish a separate Army Contracting Promotion board**<br>*11)* 1.5 **Fence the 5 Army General Officer billets to SECAR**<br>*12)* 1.6 **Establish a MG Deputy for Contracting and Director of the Army Contracting Corps**<br>*13)* 1.7 **Increase the number of military (by 400) and civilian (by 1,000) in the Army contracting workforce.**<br>*14)* 1.8 **Ensure that Army military contracting personnel, start their contracting career earlier**<br>*15)* 1.9 **Capture expeditionary contracting lessons learned, incorporate them into systemic forums, and provide feedback to the force**<br>*16)* 1.10 **Establish a separate, centrally managed Contracting Corps**<br>*17)* 1.11 **Establish a skill identifier and manage military contracting personnel**<br>*18)* 1.12 **Adequately fund contracting career planning programs, education & training, and internships**<br>*19)* 1.13 **Ensure that expeditionary contracting deployment is not a first assignment**<br>*20)* 1.14 **Change environment to foster civilian personnel participation in expeditionary operations** | Army:<br>*21)* 2.1 **Establish a MG Deputy for Contracting and Director of the Contracting Corps and realign the current Deputy Assistant Secretary for Policy as a direct report**<br>*22)* 2.2 **Establish an Army Contracting Command, commanded by a MG, and realign the current Deputy for Contracting, AMC, as a direct report**<br>*23)* 2.3 **Establish an Expeditionary Contracting Command, commanded by a BG, under the ACC, and create a new SES position as a direct report.**<br>*24)* 2.4 **Establish an Installation Contracting Command, commanded by a BG, under the ACC, and realign the current Directing, US Army Contracting Agency, as a direct report**<br>*25)* 2.5 **Establish a chief of contracting for the Army Corps of Engineers, headed by a BG, and supported by a SES deputy.**<br>Department of Defense:<br>*26)* 2.6 **Create an Integrated Expeditionary Command in-theater for each major operation**<br>*27)* 2.7 **Make one executive reporting directly to the USD(AT&L) responsible and accountable for DoD contracting**<br>*28)* 2.8 **Redefine DCMA's scope** | Army:<br>*29)* 3.1 **Train as we fight: Adapt training exercises to stress rapid acquisition, logistics, and contracting in expeditionary operations; include contracting operations and planning requirements in all military exercises**<br>*30)* 3.2 **Develop and field the contract tools needed for the expeditionary forces (e.g., sample contracts)**<br>Department of Defense:<br>*31)* 3.3 **Focus DAU to train and educate the civilian and military acquisition, logistics, and contracting workforce for expeditionary operations**<br>*32)* 3.4 **Provide DAU the necessary resources for the through-put it will experience to accommodate the Army's migration to emphasizing Level 1 certification earlier in careers**<br>*33)* 3.5 **Provide training to Contracting Officer's Representatives in each Service, prior to any military operation** | Congress:<br>*34)* 4.1 **Increase General Officer billets for Contracting and Joint Contracting (with "fencing" for contracting professionals)**<br>*35)* 4.2 **Increase contracting personnel (Army military by 400, Army civilian by 1,000, and 583 to fill DCMA billets for Army support)**<br>*36)* 4.3 **Legislate to provide incentives for civilian contracting personnel to "pre-volunteer" for expeditionary operations**<br>4.3.1 **Eliminate the pay cap**<br>4.3.2 **Establish tax-free status**<br>4.3.3 **Make medals available**<br>4.3.4 **Assure life-insurance and long-term medical coverage**<br>*37)* 4.4 **Legislate to pre-position funding flexibility through an adequately resourced contingency operations transfer fund**<br>*38)* 4.5 **Legislate to pre-position waivers of small business and US labor provisions, Buy American, Berry Amendment, Specialty Metals to allow rapid, local buying for expeditionary operations**<br>Department of Defense:<br>*39)* 4.6 **Establish an Expeditionary Contracting Manual**<br>*40)* 4.7 **Ensure policy and practice support intelligent funding apportionment for** |
| Recommendation 1: **Increase the Stature, Quantity, and Career Development of the Army's Contracting Personnel**<br>Congress:<br>*4)* 1.1 **Authorize 10 additional General Officers for contracting positions**<br>*5)* 1.2 **Maintain existing civilian SES contracting authorizations, plus 1 new SES**<br>Department of Defense:<br>*6)* 1.15 **Assign DCMA the role of all base, post, camp, and station contract management**<br>*7)* 1.16 **Adequately resource DCMA for this expanded role, and have the required training**<br>*8)* 1.17 **Require a complete review and rewrite (as necessary) of each applicable personnel directive impacting civilian personnel involvement in military operations** | | | | |

≡ **Not Accepted**

# DoD Scorecard: Commission Recommendations

## Recommendation 1: Increase the Stature, Quantity, and Career Development of the Army's Contracting Personnel

| G # | Lead | Description of Commission's Recommended Actions | Implementation | Status |
|---|---|---|---|---|
| 4 | OSD | Authorize 10 additional General Officers for contracting positions | Implemented | Closed |
| 5 | OSD | Maintain existing civilian SES contracting authorizations, plus 1 new SES | Implemented | Closed |
| 6 | OSD | Assign DCMA the role of all base, post, camp, and station contract management | Not Accept | Closed |
| 7 | OSD | Adequately resource DCMA for this expanded role, and have the required training | Not Accept | Closed |
| 8 | OSD | Require a complete review and rewrite (as necessary) of each applicable personnel directive impacting civilian personnel involvement in military operations | Implemented | Closed |

## Recommendation 2: Restructure Organization and Restore Responsibility to Facilitate Contracting and Contract Management

| G # | Lead | Description of Commission's Recommended Actions | Implementation | Status |
|---|---|---|---|---|
| 26 | OSD | Create an Integrated Expeditionary Command in-theater for each major operation | Implemented | Closed |
| 27 | OSD | Make one executive reporting directly to the USD(AT&L) responsible and accountable for DoD contracting | Implemented | Closed |
| 28 | OSD | Redefine DCMA's scope | Not Accept | Closed |

## Recommendation 3: Provide Training and Tools for Overall Contracting Activities in Expeditionary Operations

| G # | Lead | Description of Commission's Recommended Actions | Implementation | Status |
|---|---|---|---|---|
| 31 | OSD | Focus DAU to train and educate the civilian and military acquisition, logistics, and contracting workforce for expeditionary operations | Accept | Closed |
| 32 | OSD | Provide DAU the necessary resources for the through-put it will experience to accommodate the Army's migration to emphasizing Level 1 certification earlier in careers | Accept | Closed |
| 33 | OSD | Provide training to Contracting Officer's Representatives in each Service, prior to any military operation | Accept | Closed |

## Recommendation 4: Obtain Legislative, Regulatory, and Policy Assistance to Enable Contracting Effectiveness

| G # | Lead | Description of Commission's Recommended Actions | Implementation | Status |
|---|---|---|---|---|
| 34 | OSD | Increase General Officer billets for Contracting and Joint Contracting (with "fencing" for contracting professionals) | Accept | Closed |
| 35 | OSD | Increase contracting personnel (Army military by 400, Army civilian by 1,000, and 583 to fill DCMA billets for Army support) | Accept | Closed |
| 36 | OSD | Legislate to provide incentives for civilian contracting personnel to "pre-volunteer" for expeditionary operations | Not Accept | Closed |
| | | Eliminate pay cap (Implemented via NDAA09 sec. 1101) | Implemented | Closed |
| | | Establish tax-free status (Not accept) | Not Accept | Closed |
| | | Make medals available (Implemented via policy) | Implemented | Closed |
| | | Assure life insurance coverage (Implemented via NDAA09 Sec 1103) | Implemented | Closed |
| 37 | OSD | Legislate to pre-position funding flexibility through an adequately resourced contingency operations transfer fund | Accept. However Congress Did Not Adopt. | Closed |
| 38 | OSD | Legislate to pre-position waivers of small business and US labor provisions, Buy American, Berry Amendment, Specialty Metals to allow rapid, local buying for expeditionary operations | Accept. However Congress Did Not Adopt. | Closed |
| 39 | OSD | Establish an Expeditionary Contracting Manual | Accept | Closed |
| 40 | OSD | Ensure policy and practice support intelligent funding apportionment for expeditionary operations | Accept | Closed |